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Educational Specialist

21 October 1959

[Redacted]

ELINT Course

Document No. 057

NO CHANGE in Class. ☐

☐ DECLASSIFIED

Class. CHANGED TO: TS S (C)

DRA Memo, 4 Apr 77

Auth: DRA REG. 77/157

23 JAN 78

By: [Redacted]

STAT
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1. On Monday, 14 October, the first hour's instruction on planning an ELINT operation was good. [Redacted]

sets in operation. On the whole the exercise was worthwhile but would have been more valuable if it had been preceded by more detailed preliminary explanation and demonstration of this planning and operational activity. No instructor was sent with each of the two training groups to monitor and critique their activities. I would suggest this be done in the future. A format for reporting on the exercise was given to the students the day after the reconnaissance. More logically, this format should have been presented before the field exercise. The students themselves felt they should have had more opportunity to work [Redacted]

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3. The need for better instructor preparation of the exercise came out rather clearly the afternoon of 20 October during the laboratory

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analysis of the ELINT signals collected the preceding day by the students. One tape given to the students had not been rewound on the recorder spool so that of seven possible recordings, the spool was exhausted at the end of four. The tape used by the other group had seven recordings but the ELINT Staff analysts were of the opinion the tape had not been erased before it was given to the students. I was present with the group that recorded this tape and there was a great deal of background noise on the tape that was not present at the time the recordings were made. In the future I would suggest the ELINT Staff advisor to OTR be made wholly responsible for the conduct of this exercise. As it was, he was called away for other duties on the afternoon of the 20th.

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5. In the final instruction on telemetry the morning of the 21st followed by the briefing preliminary to the trip to Cape Canaveral, the time was a little short and the student body was kept in the classroom for two hours without a break. As a result they did not ask as many questions as might ordinarily have been the case on the subject of telemetry. I would suggest that in future runnings of the course we try to adhere more closely to a 50-minute lecture period and 10-minute break.

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Office Memorandum • UNITED STATES GOVERNMENT



TO : Director of Training

DATE: 2 October 1959

FROM : Plans and Policy Staff

SUBJECT: ELINT Course

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1. Herewith is the final ELINT report from 


2. Two PIC observers are enrolled for the first two weeks of the course. They wanted to attend the third week but OC has objected to clearing too many people for the trip to Cape Canaveral. One ORR Commo Branch officer will attend the second week of the course. Being a commo man, he does not need the first week and was not accepted for the third week for the same reason as the two PIC observers. The course started at 1300 with nine students actually present.


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EPA Memo. 4 Apr 77

Auth: EPA R. J. STATLER

Date: 23 Jan 78 By: ~~CONFIDENTIAL~~~~SECRET~~

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SIGNING OFF

1 October 1959

Atque Vale:

1. We are as ready for the course as we ever will be. These last days I have been busy with all the minutiae of final preparation. I have visited [] and made a final check on arrangements, delivered schedules to most of the class and to the faculty, submitted lists for clearances to [] for [] and to [] for Cape Canaveral, answered several score of telephone calls. I have soothed, mollified, checked, or opposed a number of people and enheartened, stimulated, praised a number of others. There is a saying in Chinese philosophy that the wise man approaches every undertaking with a profound sense of disquiet and hence cannot fail to succeed. I have the feeling of disquiet all right; I'm not so sure of the corollary.

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Looking Backward:

2. When I first began to examine the status of ELINT and the people and materials I would have to work with, I estimated that I had about a 60-40 chance of being successful. There were severe misunderstandings among the Offices, a curious vagueness about objectives, and an entire lack of firm doctrine. The course will not remedy these failings, of course; but I would now put the chances for success somewhat higher. The presence of an impartial observer among the warring elements, many interviews with the contestants, and the obvious need for a solid corps of instruction have drained away a good deal of the pugnacity and allowed a quantity of steam to escape harmlessly. The faculty began to assemble their lectures with the idea of persuading the students of the truth of their views. The preview brought together for discussion people and points of view and allowed supporting elements such as the map-makers and the photographic-intelligence people to appear in person. Finally, the distribution of the synopses of the various lectures gave each faculty member something of a bird's eye view of the whole

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course. We had two pieces of luck. [REDACTED]

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[REDACTED] He did a great deal in firming up and quieting down the OSI presentations. As the course began to shape up, [REDACTED] received an appointment as chairman of a committee on ELINT requirements. His approach cut down to fundamentals; he established agreements on a number of fundamental points and largely stilled eruptions in one whole area. The more or less unexpected success in this field, however, was threatened from another angle. People began to believe that the course was in itself the final catalyst to settle all disputes. Of this notion, we had to disabuse people as rapidly and effectively as possible. There is still plenty of fire under the ashes.

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Actions and Reactions:

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[REDACTED]

Summations:

4. I accept full responsibility for the conduct of the course and its aftermath. I have been careful to guard against any infringements on my authority wherever I have had responsibility. I have

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sought advice and counsel, but I have always made the final decision as to whether to accept or reject it. I am responsible, for instance, for the amount of time given over to basic electronic theory, a subject under hot debate for a number of weeks. I am responsible for bringing in the photo-intelligence representatives despite claims that the course should deal only with signals. I invited the people from the Geography Division to present their case. I may be somewhat too sensitive on this union of authority and responsibility, but if lightning strikes, I want to be carrying my own suitcase and not somebody else's linen.

25X1 5. [] has been appointed the DTR's monitor for this course. He is ignorant of the subject matter, unfamiliar with the tensions that lie behind this particular course, and not aware of the compromises that have had to be made between the ideal and the practical. He can thus approach the task of criticising the course with Locke's tabula rasa--without prejudice or bias. He can be more objective than I can, and his criticisms will be very valuable. On the other hand, I am a professional; I have served a long apprenticeship in university instruction, in military training, where I have been student, and in one instance, instructor, and in OTR where I have been teacher and in a very modest way, as a deputy chief of a small faculty, an administrator. I should know precisely what is wrong with the course at its termination and precisely what should be done to correct it. I am anxious that [] as the impartial observer and I, as the very interested chief instructor, work together on a final critique. I have asked that he submit his report through me and that I have the privilege of forwarding it with a separate endorsement that will leave his script untouched. 25X1

A Last Note:

25X1 25X1 6. For the course, we first secured room 118. We lost this to the CI faculty who had a rightful claim to it. Next we were assigned the [] which was a distinct leg up. Project [] took this room away from us. We now have room 110. Room 110 has four walls, 16 chairs, and two blackboards. It will be satisfactory but not sumptuous. [] made a valiant stand for us and has done well for us under the circumstances thrown against him. Parkinson's law states that any Government agency or part thereof does its best work in temporary buildings or unattractive surroundings. 25X1

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Appreciations:

7. [] has given me a great deal of excellent advice; he has helped me greatly when decisions were needed on higher levels; and he has exercised a most notable restraint in letting me do what I, but not necessarily he, thought was the best thing. [] was my mentor through the early phases of the course; he gave me lists of people to see and good many quiet and excellent tips on character. [] has taken the burden of many details from my shoulders, and, because of his technical knowledge, helped me through several difficult phases. [] of the Office of Communications have been extremely patient and helpful. Both have briefed me at length on fundamentals, and both joined in demonstrations of equipment that took a good deal of time, but proved valuable for me and the faculty. Perhaps I ought to include my wife; she has suffered, I'm sure, after some of my worst days in the field.

Noted



3 Observers

*2 PIC (First 2 weeks not
3rd week became question
of clearances at chancery)*

*1 ORR commo branch
(2nd week only, AS commo
man doesn't need 1st week)*

<i>First week</i>	<i>2nd week</i>	<i>3rd week</i>
<i>total 11</i>	<i>total 13</i>	<i>9</i>

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BATTENING DOWN THE HATCHES

Administration:

1. OTR has agreed to pick up the tab for the per diem expenses of the students at Cape Canaveral against later reimbursement. Offices having a legitimate reason for sending down representatives will reimburse them out of Office funds. (There are at present three candidates, two from OSI and one from [redacted] OSI will make out a budget for the expenses of proposed ELINT courses for the coming year, include the cost of per diem expenses, and reimburse OTR.

2. [redacted], managing the charter of the airplane, telephoned to say that the crew wanted as much time in Florida as possible in order to get some repairs made. He proposed leaving Wednesday noon and returning Friday night or Saturday morning. I questioned [redacted] on the advisability of drawing out the stay and perhaps leaving the group without instruction for the better part of a day. [redacted] said that most of the shoots were at night and that three nights would be better than two for the observation of signals after the initial orientation. He saw no difficulties. We have tentatively set the total number going at 15; it should be less.

3. There is now a reasonably firm list of students although I have not as yet received green sheets from three of them. I have, however, queried the qualifications of each of them and find that all have a legitimate reason for taking the course. Here is the list with comments:

[Redacted list area]

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security on the concealment devices.

5. We have now hammered out a firm schedule and are in the process of clearing it with each speaker. The general principle that we have followed wherever we could is to bunch the lectures in the morning, give the students time in the early afternoon to read and discuss their notes, and then have the speakers back to answer questions. We did not attain perfection; the week is a heavy one, but it is balanced fairly well with the more active instruction of the third week. We did arrange for the speaker on telemetry to give his talk on Wednesday before the take-off so that the students can get a briefing in theory and practice before they start.

Aids and Materials:

6. Progress on the training aids is good. [] and I have tried to exert some influence on the aid-happy people. [] has done some very good work in persuading claimants to adopt ideas that can be effectively portrayed.

[] case officer for [], has lent us some very good photographs of the interior and exterior of the set. Three colored photographs we are having made over into transparencies for the vuegraph.

7. I have received from OCI reproductions of the article on [] appearing in the 10 September Weekly Intelligence Digest. [] is sending over copies of the one Operational Aid on ELINT that we do have. For this course we will be largely dependent on [], who directed the [] operations, and [] for examples of operations; both will discuss their experiences. I am hoping that we can later on persuade the Glandestine Services to loosen some of their restrictions on materials.

8. The glossary of technical terms we have now revised and are reproducing.

Summary:

9. We are reasonably stormproof. Only less significant than the Second Law of Thermodynamics, however, is Finnegan's Law, which says that if anything can go wrong, it will.

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I thanked Phil for telling us this

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